Genesis of ONA Concept

- Finding from March 2000 RDO war game:

Joint effects should be incorporated into doctrine and procedures (within the SJFHQ).

- Reqmt for systems analysis to identify nodes vulnerable to joint effects.
- Reqmt for level of detail of analysis to assess unintended, 2nd, 3rd order effects .
- Focus on effects implies requirement for qualitative measures of success.

Enhanced military and interagency collaboration should be established (at the SJFHQ).

- Reqmt to relate adversary vulnerabilities to all applications of power (DIME).
- Reqmt for planning tool to support political and military decision makers. (implies applications to national policy making)

Hypothesis

- If a commander understands his comparative advantages, vulnerabilities, and desired effects relative to how the adversary views himself and blue force capabilities, vulnerabilities, objectives,

- Then it becomes possible to develop ***effects based options*** across the full range of national power to achieve policy objectives ***rapidly and decisively***.

Concept Definition

- A process that *uses* a coherent knowledge base to link national objectives and power to integrated diplomatic, information, military, and economic options *to influence* an adversary's perceptions, decision-making and elements of *national* will.

A product comes from the process

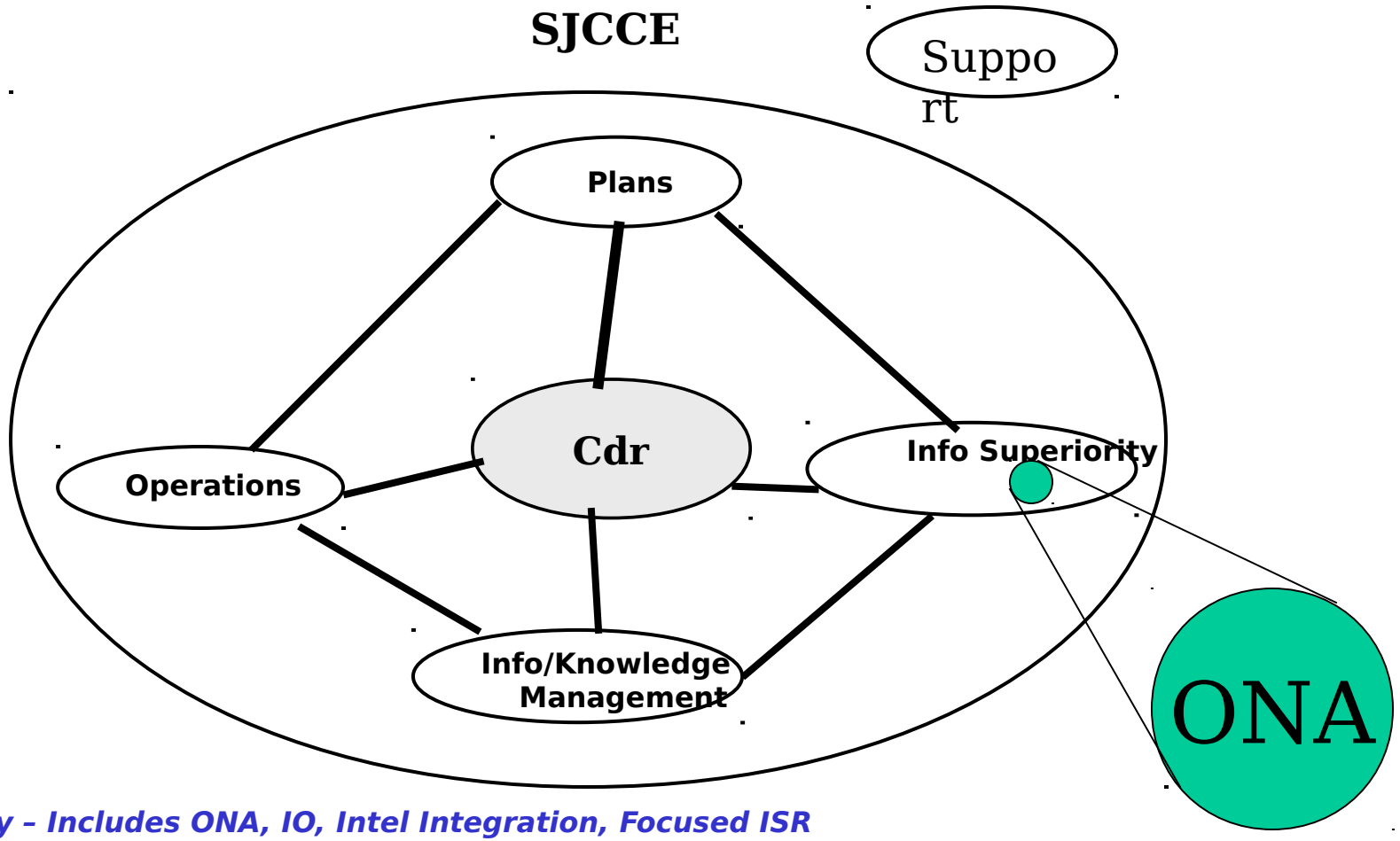
Produces an operational support tool that gives a

CINC and a joint task force commander visibility of

effects-to-task linkages based on system analysis

of a potential adversary’s Pol, Mil, Econ, Soc, Info

Pre-crisis ONA is done by the Standing Joint Command & Control Element (SJCCE) of the CINC's staff



Info Superiority – Includes ONA, IO, Intel Integration, Focused ISR

Pre-crisis, Baseline ONA Process & Product

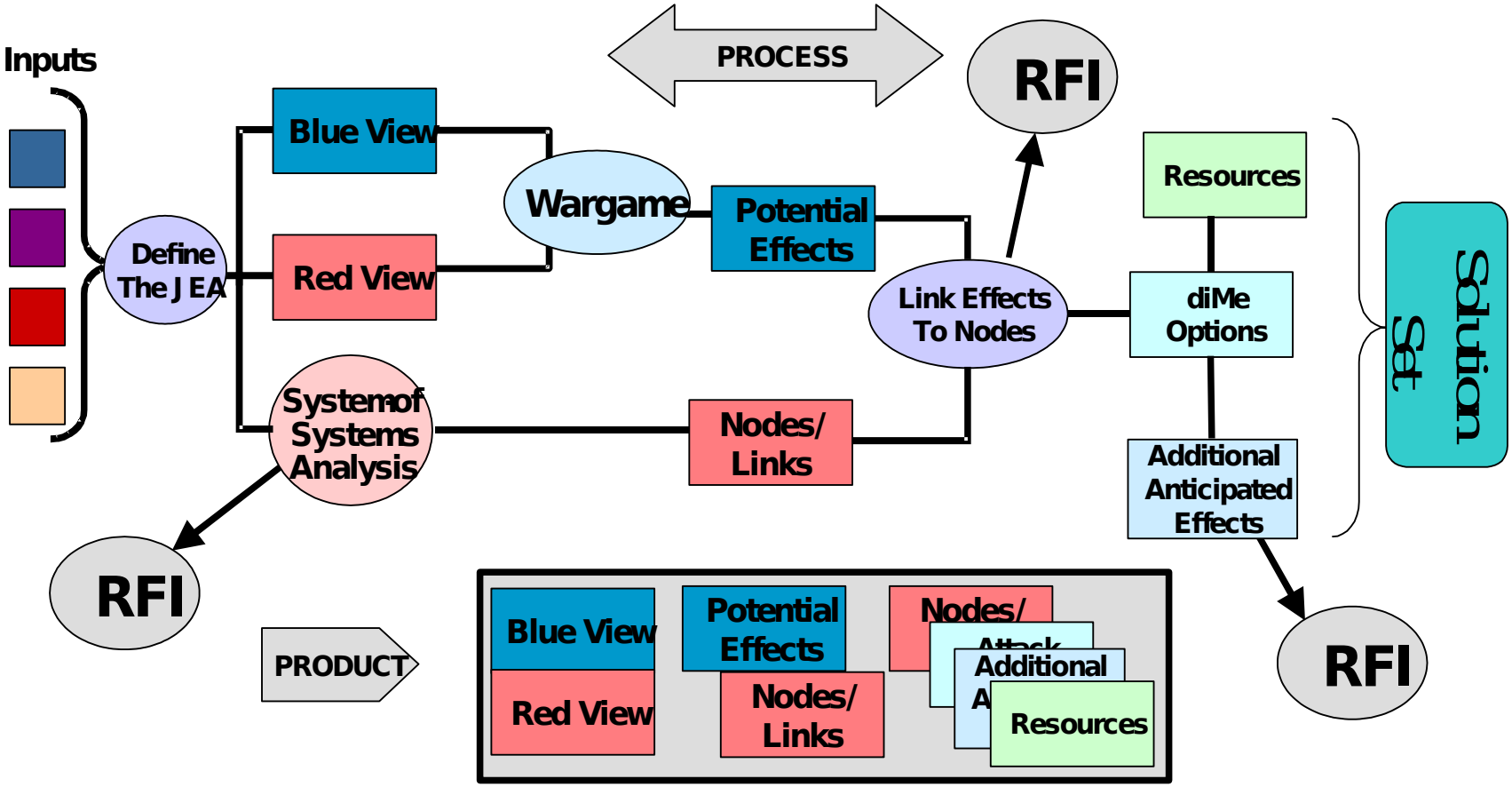


Figure 1. The Baseline ONA Process and Product

ONA Process (Define JEA)

Inputs

- DPG
- TEP
- Current Intel
- CINC guidance

Develops Potential Mission Statement, Defines the Joint Effects Area

JEA confines & defines the geographic area within which the JFC plans & executes military actions required to conduct DIME actions.

USMC Mission Analysis

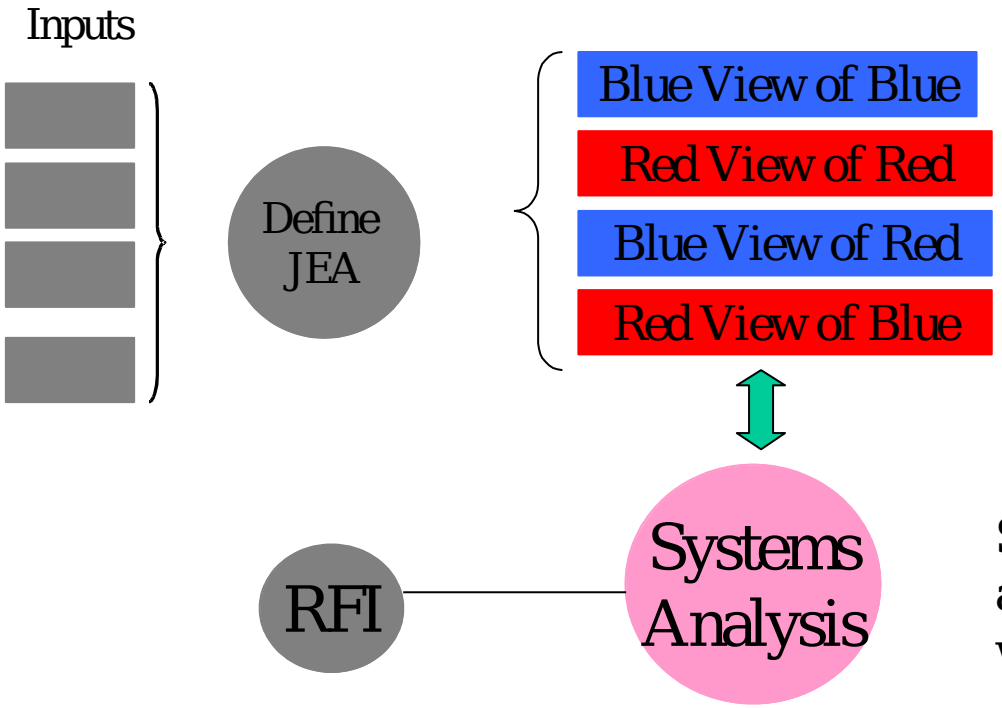
Inputs

- CDR's Orientation
- Higher Hqrs Warning Or Op Order

CBAE

Define Battle Space, Specified, Implied & Essential Tasks, COG's, CCIRs, Initial Staff Estimates, Shortfalls,

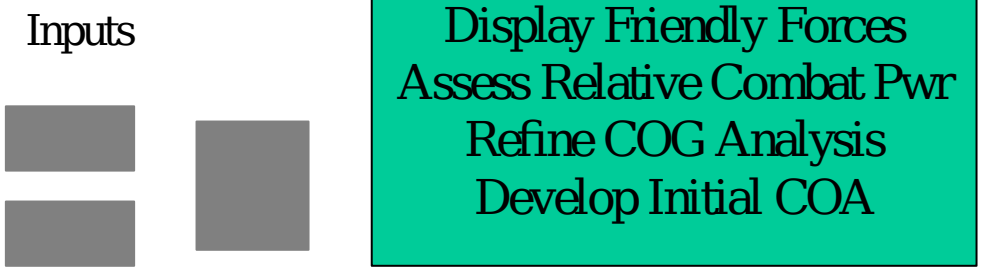
ONA Process (Red/Blue teaming)



Blue (& estimates of) Red Objectives, Intentions, COGs, potential COA's Vulnerabilities, values, etc. **for follow-on war gaming**

SJCCE relies on JIC to carry out analysis. JIC leverages National with Interagency participation

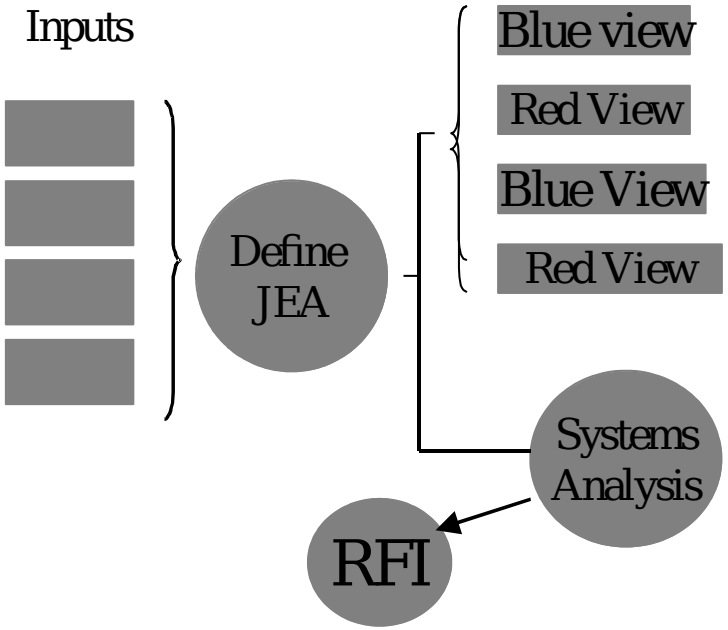
USMC Mission Analysis/ COA Development



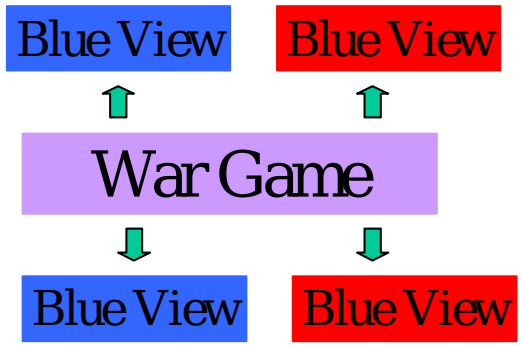
Generates options **for follow-on war gaming** and comparison that satisfy the mission, CDR's intent, and guidance of CDR.

ONA Process (War game)

Inputs



Produces set of potential effects from Blue & Red perspectives. Effects categorized by PMESII. Focuses remainder of ONA



USMC COA War Game

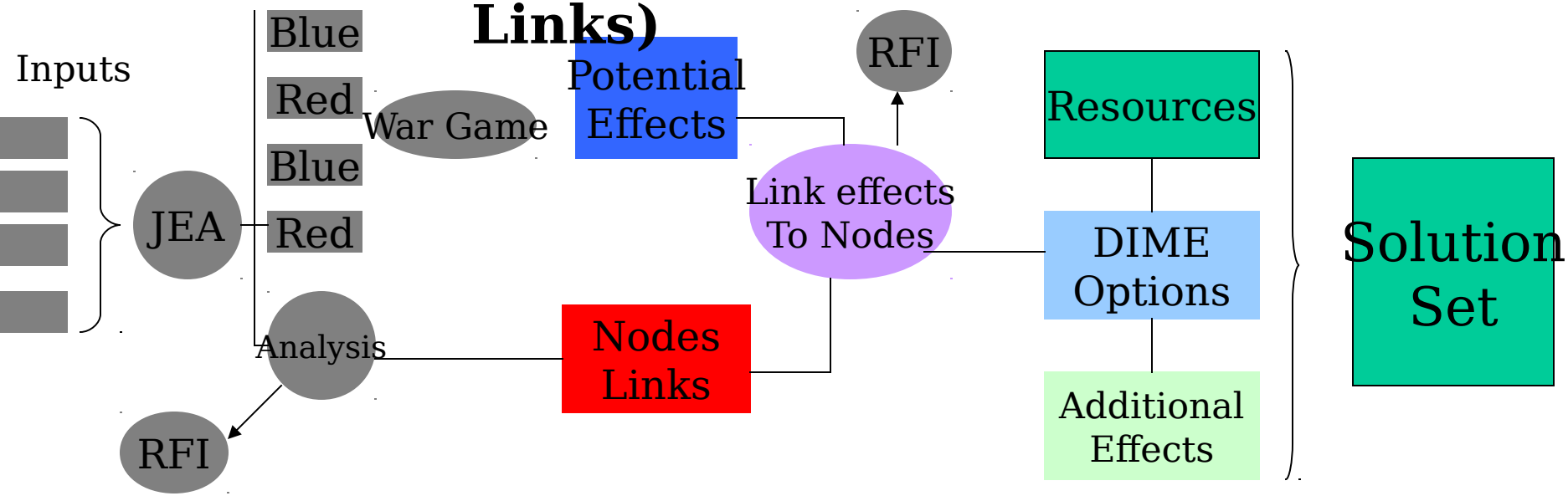
Inputs

Update IPB
Display Friendly Forces
Assess Relative Combat Pwr
Refine COG Analysis
Develop Initial COA

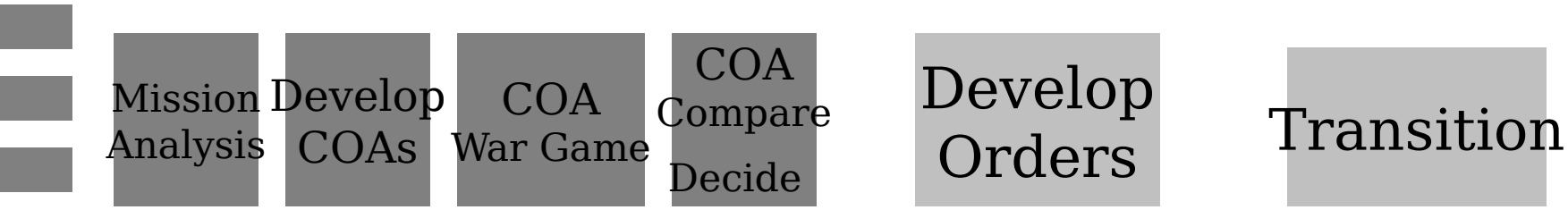
Detailed Assessment Of each COA as it Pertains to the enemy & The Battle Space

Produces refined COAs.

ONA Process (Identify Links)



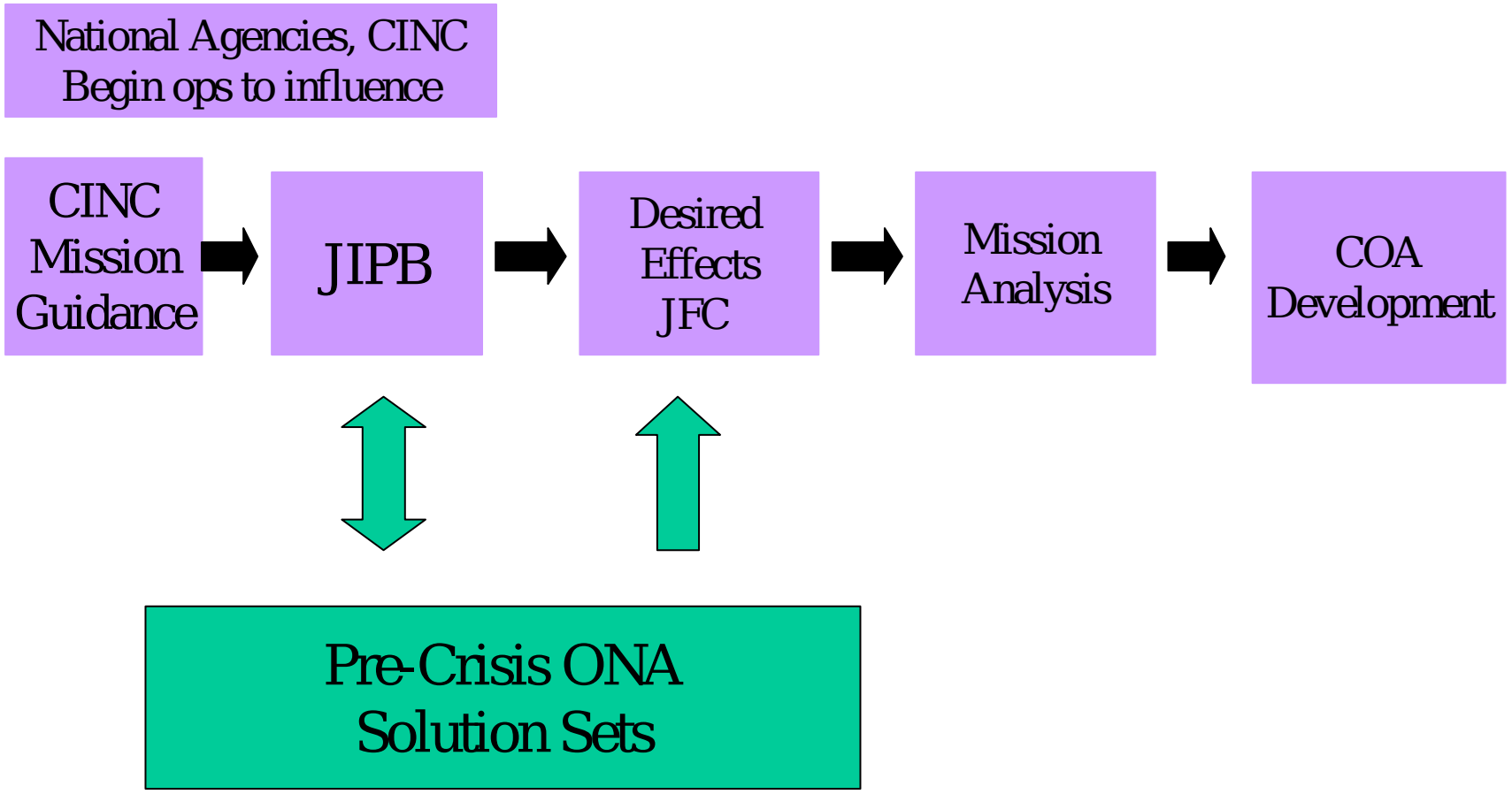
USMC Planning



Using ONA when JTF formed

Crisis Planning

SJCCE Joint Plans Group



Questions

1. What is the ONA Concept and relationship to EBO & RDO?

CONCEPT that describes a collaborative, continuous and iterative **PROCESS** that leads to the development of a **PRODUCT** that is continually refined throughout the **EBO** cycle to **enable RDO**.

Issues

JFCOM developing the ONA process & product without articulating the concept.

ONA process appears to be a redundant means toward achieving the same end as EBO (solution sets or desired effects). This needs clarification.

Questions

2. Is ONA process strictly designed to develop solution sets during pre-crisis, which are then used by the JFC as options for consideration as he conducts Effects Based mission planning?

3. If so, how is ONA done during crisis?

4. If the ONA process remains the same, and it continually develops solution sets during the crisis, what does EBO do?

Questions

5. Does only the SJC2E prepare the pre-crisis ONA or does the entire CINC staff participate?

6. If only the SJC2E prepares the pre-crisis ONA,then how do they focus (given the possible numerous threats within a CINC AOR) to achieve the high fidelity knowledge base that is required for RDO?

Questions

7. What is different from the current process used by the CINCs?

8. JIPB - given JIPB is joint in nature, is it subsumed by ONA?

Back Up Slides

Our view of ONA limitations

Lacks Frame of Reference

-No baseline analysis of current processes.

- What's new?

Assumes non-government & interagency collaboration process.

-Suggests SJCCE w collaboration tools will achieve this.

-Requires changes in IA process at national level.

Assumes higher level of knowledge of the adversary/threat.

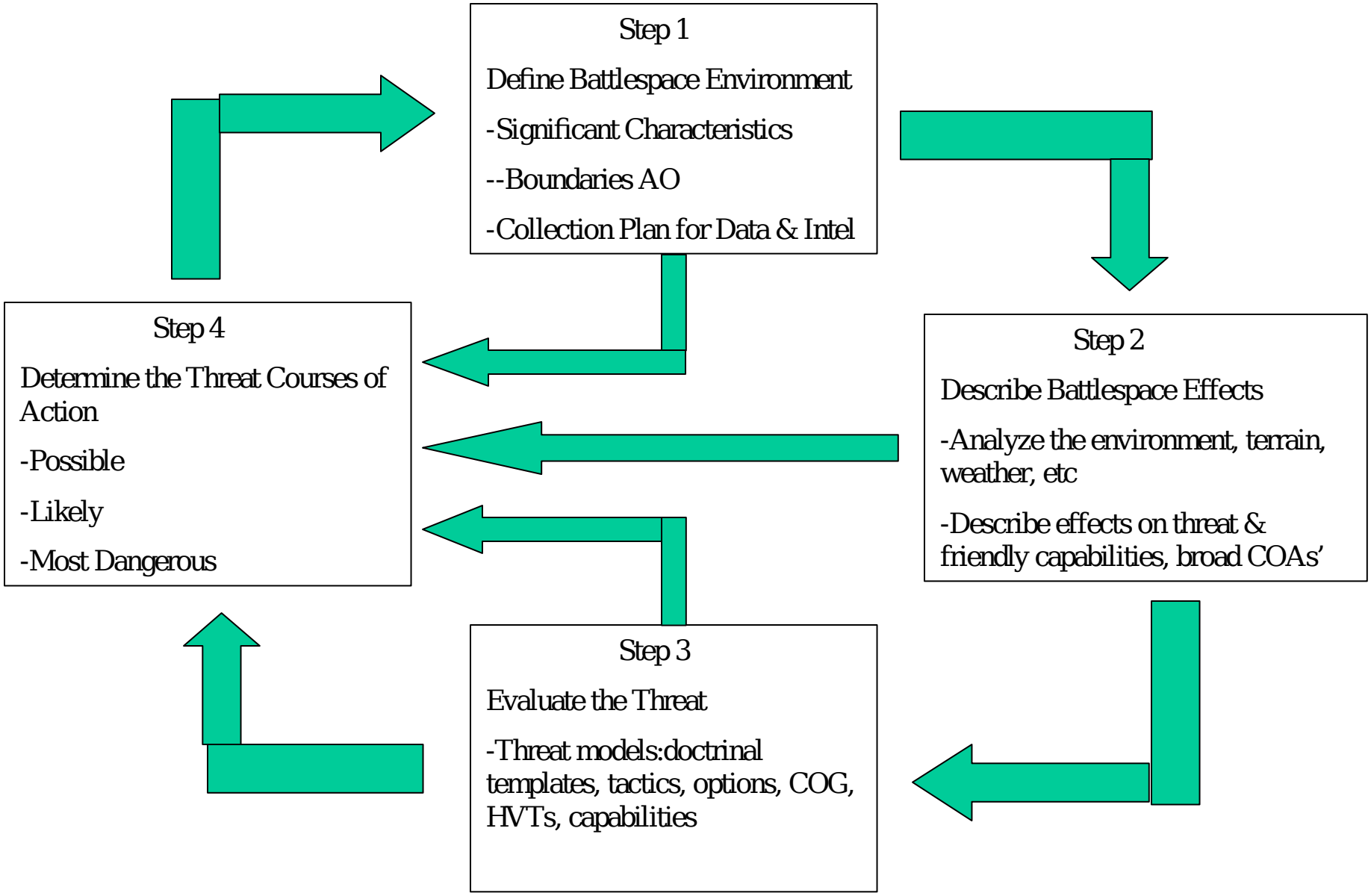
- Much reliance on M&S tools.

- SJCCE to do it all. Little/no CDR participation

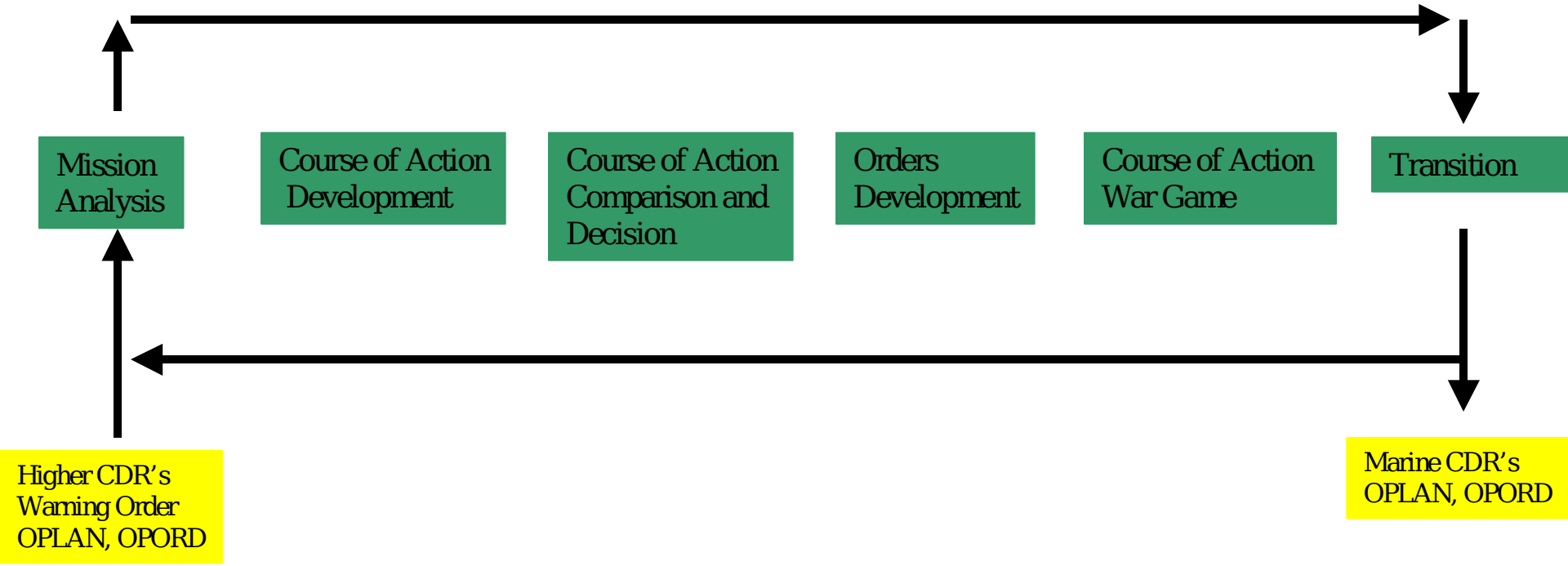
Lack of tactical relevance.

-Inadequate explanation of how ONA can keep up with dynamic, fluid tactical combat environment (enemy, weather.etc.)

IPB


Step 1
Define Battlespace Environment
-Significant Characteristics
--Boundaries AO
-Collection Plan for Data & Intel
Step 2
Describe Battlespace Effects
-Analyze the environment, terrain, weather, etc
-Describe effects on threat & friendly capabilities, broad COAs'
Step 3
Evaluate the Threat
-Threat models:doctrinal templates, tactics, options, COG, HVTs, capabilities
Step 4
Determine the Threat Courses of Action
-Possible
-Likely
-Most Dangerous

Marine Corps Planning Process (MCWP 5-1)



Using ONA at the JTF

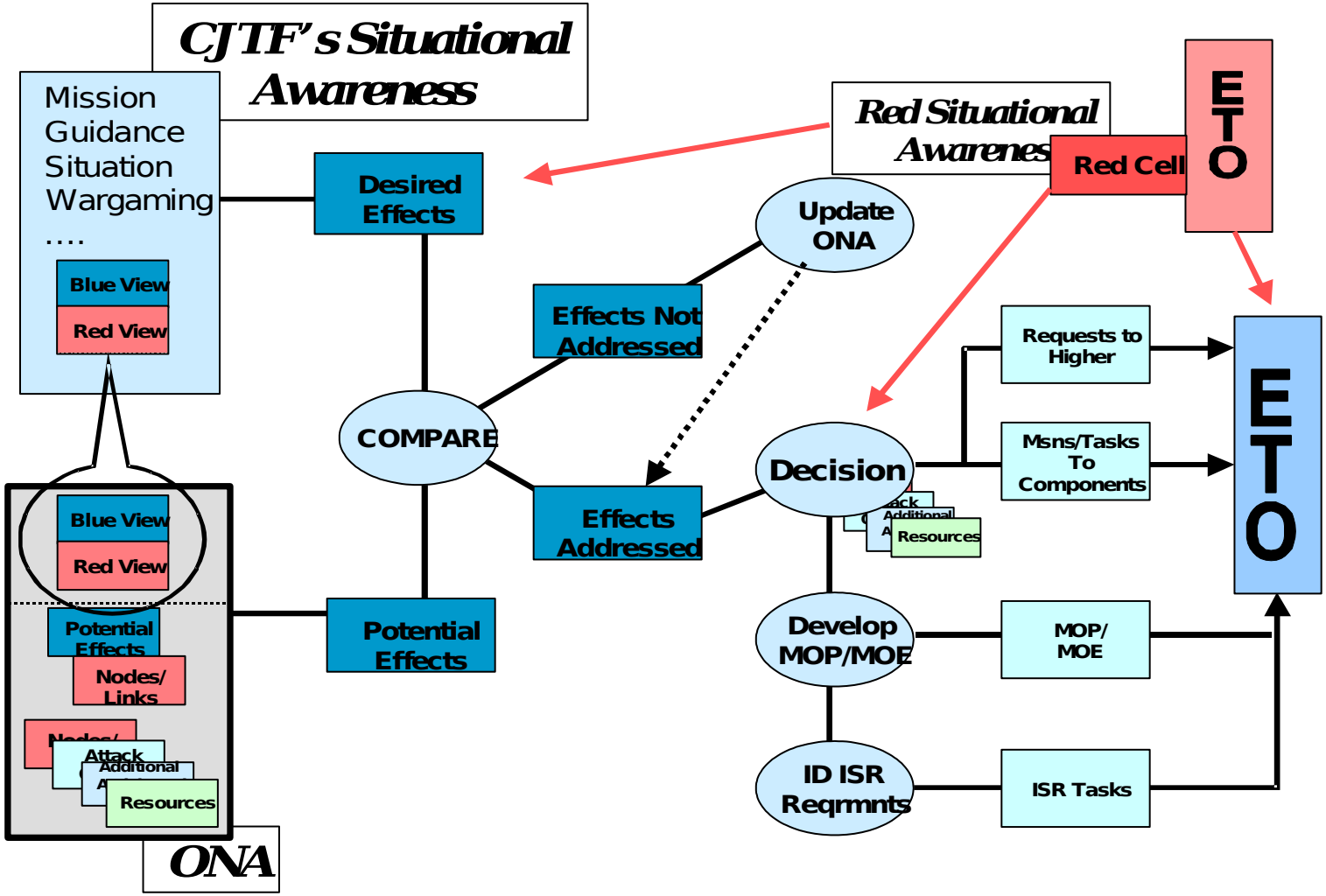
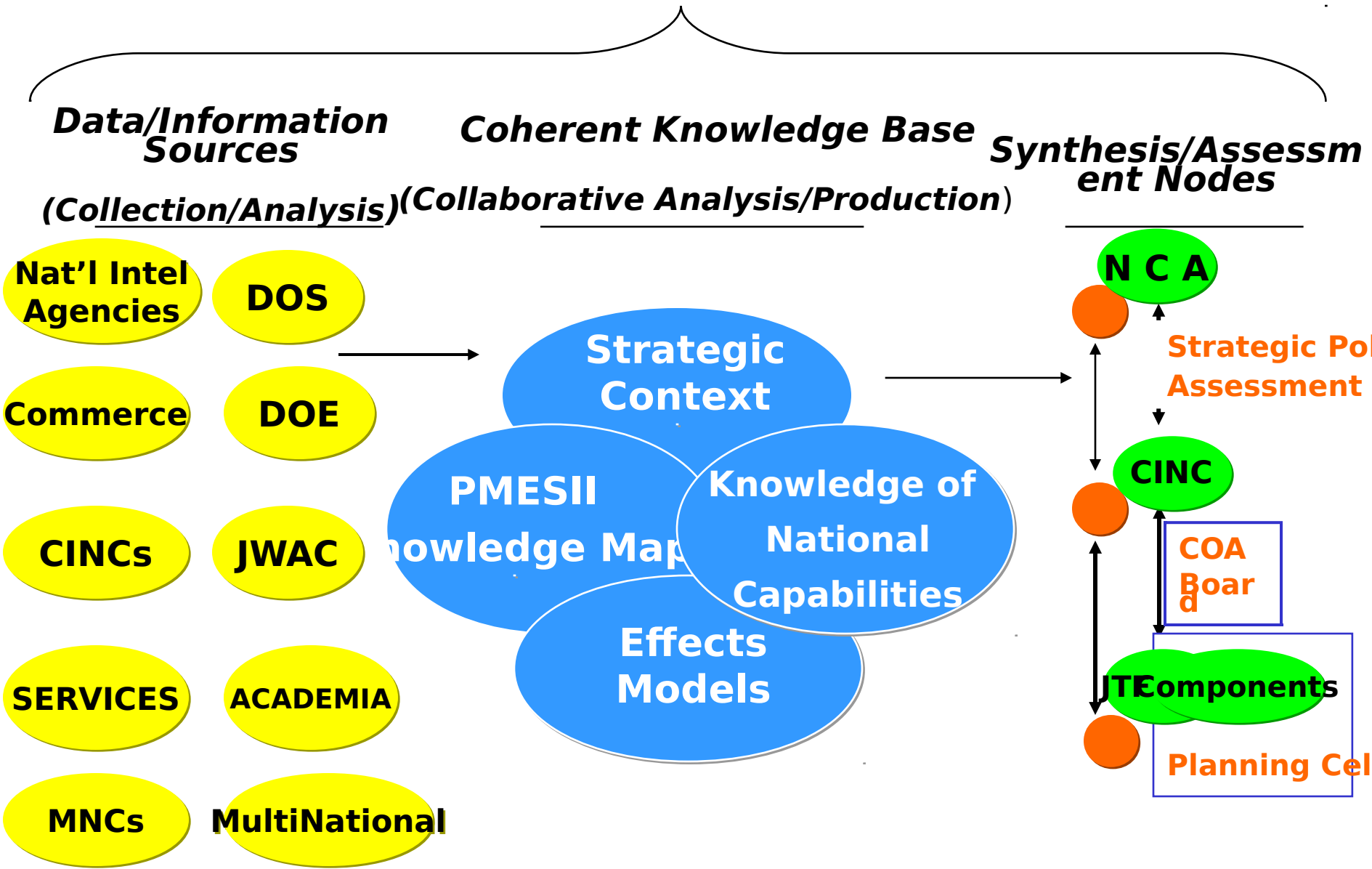


Figure 3. Using the ONA

ONA ⇒ Decision Excellence



Effects-Nodes-Actions-Resources